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IDENTIFY CHAPLAIN ASSIGNMENTS THAT REQUIRE SPECIALIZED  
TRAINING AND DEVELOP DOCTRINES WHICH WILL INSURE  
THAT MAXIMUM UTILIZATION IS MADE OF  
SPECIALIZED TRAINING

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## PREFACE

This study grows out of the need for guidelines for specialization in the Army Chaplaincy. The subject is much too involved and important to be treated definitively in a paper of this length. This paper will probably raise more questions than provide answers. But that does not diminish its timeliness.

Source material for this research assignment was non-existent. The Department of the Army materials listed in the bibliography had value to the paper only in the sense that by inquiring of them the writer was able to ascertain that a serious data gap existed on the subject. Therefore the writer was forced to draw from his own opinions and seek assistance from Chaplains in key positions and with significant experience.

All of the correspondents in the field did not respond to the writer's request for information. Those responding included an Army Chaplain (CONUS), a Plans and Programs Chaplain (USAREUR), two Corps Chaplains (USAREUR), a Division Chaplain (USAREUR), and a Post Chaplain (CONUS). It must not be assumed that the Chaplains listed in the bibliography concur in the positions taken in the paper. However, when quotes are used in the discussion they will be true to the context of that correspondent's remarks.

The research involved in this paper had real value to the writer. However it is feared that the study has only limited value to the Chaplain Branch. A study of such scope and importance and with so little previous research should be written by someone of extensive experience. The writer should be able to draw upon a maturity of understanding that only long active duty service

can produce. This writer boasts of only eight years of active duty. For this reason the writer chose not to attempt the specific identification of the type of training needed in the list contained in chapter two. That task would be completely beyond the writers ability.

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## CHAPTER I

### THE NEED FOR SPECIALIZED TRAINING

In an Army experiencing rapid and fundamental changes the Chaplaincy is being called upon to be "all things to all people." The base of the Chaplains' ministry is being broadened to include new and exciting subjects in areas that are vital to human development and to society's survival. The Chaplain must not only be expert at counseling soldiers along traditional lines, but also at dealing with the anger and alienation of a generation of Americans caught up in radical social upheaval.

One Chaplain might be assigned to a major command headquarters (e.g. USAREUR) and find himself in a whole new world where everyone around him speaks confidently in their own familiar terms. If his job is budget and fiscal matters he must compete with other staff members and directors who move easily in their own secure world. They are expert in matters that are strange to the Chaplain.

Another Chaplain might be assigned to a service school and work daily with other instructors who have a degree in education. The Chaplain may be outstanding in his field but he is out of his element. A graduate degree in education is necessary for this Chaplain to not be handicapped in his faculty assignment.

The Chaplains in overseas assignments are often less than competent in relating to local civilian ministers and pastors. The writer recalls a division Chaplain in Korea who created considerable problems due to his poor taste and lack of training in the local language and customs. The United States cannot afford the cost in loss of goodwill

that inept military leaders abroad precipitate when they do not understand and appreciate local languages and customs. Chaplains are key persons in the building of friendships with local nationals in an overseas assignment.

Stories that pinpoint the need for special training for Chaplains are numerous. At this point it will be helpful to list those assignments where specialization in training is required for maximum effectiveness in the Chaplain's ministry.

## CHAPTER II

### CHAPLAIN ASSIGNMENTS REQUIRING SPECIAL TRAINING

1. Hospital assignments. (Practically all hospital Chaplains should have Clinical Pastoral Education ((CPE)) Training. The growing specialization in the Medical Corps underscores the need of the Chaplain to sharpen his personal skills and become a more dynamic partner in the healing team.)
2. Disciplinary and Rehabilitation Center Chaplains.
3. Budget and Fiscal Chaplains at major headquarters.
4. Chaplain Chiefs of Plans and Programs at major headquarters.
5. Chaplain Chiefs of Personnel Management Divisions at major headquarters.
6. Catholic and Protestant Directors of Religious Education at major headquarters (e.g. USAREUR).
7. Chaplain Instructors at Service Schools.
8. Drug Team Chaplains.
9. Personal Efficiency Training Team Chaplains.
10. Counseling Teams.
11. Urban Ministries Specialists (at least one Chaplain should have special training in reaching black, Hispanic and ghetto youth at each major post and troop area).
12. Youth or Family Center Chaplains.<sup>1</sup>

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<sup>1</sup>CH(COL) Richard L. Combs, in a personal letter, states that it is more critical "to have a Chaplain Trained Team for marriage counseling and CPE in large overseas housing areas than it is in CONUS, where professional counseling is available."

13. Senior Chaplains Overseas (specialized training in local language and customs is a must).

14. Civil Affairs Chaplains.

15. Procurement (e.g. Ecclesiastical Architecture and Functional Furnishings).<sup>1</sup>

16. Miscellaneous. (Chaplains who minister to men in particularly remote and taxing assignments, e.g. Army Security Agency, Special Forces, and Military Police/ Prisoner of War command Chaplains).

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<sup>1</sup>Suggestion of CH(COL) Earl S. Bloxham in personal letter.



## CHAPTER III

### PROBLEMS INHERENT IN SPECIALIZATION

Specialization in any field usually brings predictable results. When a doctor becomes a specialist his expertise in general medical concerns is diminished. Will the same be true of the Chaplain? If a Chaplain devotes several years to dealing with society's misfits, e.g. the drug abusers, will the growth in his ability to relate to the "straight" parishioner be retarded? Will he lose objectivity and tend to take partisan or anti establishment positions?

In addition to the theoretical problems there are problems of a purely practical nature. One Chaplain who was a graduate of the American Institute of Family Relations was assigned to USARV. He was placed in a large Support Activity requiring considerable administrative skill and much hard work. His parish program required all of his time. Neighboring Chaplains struggling with counseling cases beyond their ability to resolve often wanted to refer difficult counseling cases to him. But the AIFR graduate was so busy doing administrative work and running his own chapel program that the other Chaplains were reluctant to seek his assistance. Without a doubt the AIFR graduate was more confident and efficient in his personal ministry as a result of his specialized training. However his specialized training was not useful to his peers. Further, the question must be raised whether the Army was getting its educational dollar's worth.

What will be the denominations' attitudes toward specialization? What will the Church do when it learns that its representative is a Budget and Fiscal Affairs manager? Or a drug expert? What will the denomination's attitude be upon learning that its representative is wearing the insignia of the general officers staff instead of the Christian Cross? These considerations are not trite. If the move toward specialization continues the matter of denominational discontent must be expected.

Another concern in this area is the concept of "wholeness." Army Chaplains have established a deserved reputation as being total ministers. They have been parish ministers, staff officers, and Troop Chaplains. They have been all of these things at the same time. The danger of specialization is that "These specialists...cease to be pastors in many instances. I am a strong believer that specialized training should be used to enhance their pastoral expertise."<sup>1</sup>

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<sup>1</sup>CH(COL) Norman R. Brown, personal letter.

## CHAPTER IV

### CONCLUSIONS AND RECOMMENDATIONS

Before specific recommendations can be presented the subject of additional Chaplain spaces must be argued. Chaplains are taking on new challenges in attacking a variety of social problems while still maintaining full spiritual ministry programs. They are training officers and NCOs in counseling skills. To continue this level of involvement more Chaplain spaces must be authorized.

Specialized training should not be awarded until serious counseling has ascertained that the Chaplain to be trained is both worthy and appropriate. Not only money is lost when a Chaplain is given training outside his area of genuine interest. Those whose job it is to select Chaplains for specialized training should be painfully aware that it is persons who receive the training, not slots. That same factor must be uppermost when consideration is given to assignments.

If specialization is to impact positively on the Chaplains ministry there must be specialized assignments. Once a Chaplain has selected a career pattern, received special training, and demonstrated a proficiency and affinity for the work, he should be "locked in." Occasional assignments in other areas might be a psychological necessity, but the pattern should not be abandoned.

The question of which headquarters should decide where Chaplains having special training should be assigned is a difficult one. This writer would favor DA level assignments. However, staff Chaplains in overseas areas

and post Chaplains within COMUS can be expected to disagree. CH(COL) Earl S. Bloxham, currently First Army Chaplain, and recently the USAREUR Chaplain insists that a policy of BA level assignments of Chaplains having specialized training would deny supervisory Chaplains "The flexibility they need if they are to plan adequately and cope with the local situation through the application of information only they will have."<sup>1</sup>

Along with specialization in assignment there must be specialization in supervision. Specially trained Chaplains can be assumed to have unique ministries to perform and contributions to make. They must not be weighted down with mundane chores that inhibit their maximum service. CH(COL) Elmer H. Ammerman, Fifth Corp Staff Chaplain, USAREUR, is one supervisory Chaplain who is giving careful attention to supervision of specially trained Chaplains. To insure their maximum utilization he created a standard operation procedure that spells out in detail their duties and the manner of their assignment.<sup>2</sup>

It appears that the age of specialization has come to the Army Chaplaincy. With it has come a need for a creative program of training and an innovative approach to assignments. It is hoped that ideas advanced in this paper will contribute to the improvement and effectiveness of the Army Chaplaincy.

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<sup>1</sup>CH(COL) Earl S. Bloxham, personal letter.

<sup>2</sup>CH(COL) Elmer H. Ammerman, personal letter.

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